

DEPARTMENT OF THE ARMY
ARMY NATIONAL MILITARY CEMETERIES
*CEMETERIAL EXPENSES, ARMY APPROPRIATION
FISCAL YEAR (FY) 2027 BUDGET ESTIMATES*



April 2026

Military Construction, Veterans Affairs, and Related Agencies

JUSTIFICATION BOOK

The estimated cost of this report or study for the Department of Defense is approximately \$5,060. This includes \$250 in expenses and \$4,810 in DoD labor.

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Section I Executive Summary

Army National Military Cemeteries FY 2027 Funding Profile:

Army is requesting resources in FY 2027 for operations at Arlington National Cemetery and the Soldiers and Airmen's Home National Cemetery as well as for improvements to continue addressing infrastructure revitalization and modernization projects. In total, Army is requesting \$118.8 million in Cemeterial Expenses, Army.

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Supporting Budget Line-Item Detail:

Cemeterial Expenses, Army (CEA)

| | | |
|--------------------------------|----------------|---------------------------------------|
| Operations: | 91,480 | Operations and Routine Maintenance |
| Infrastructure Modernization: | 27,300 | Infrastructure Modernization Projects |
| Total Funding for ANMC: | 118,780 | |

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Section II Appropriation Highlights

MILCON/VA/Related Agency Appropriation Summary:

| | <u>FY 2025 Enacted</u> | <u>FY 2026 Enacted</u> | <u>FY 2027 Requested</u> |
|----------------------------------|----------------------------|----------------------------|------------------------------|
| Cemeterial Expenses, Army | | | |
| Salaries and Expenses | 99,880 | 118,780 | 118,780 |
| Construction | 88,600 | - | - |
| Total | 188,480 | 118,780 | 118,780 |

Introductory Statement:

Army National Military Cemeteries (ANMC) consists of both Arlington National Cemetery (ANC) in Arlington, Virginia, and Soldiers' and Airmen's Home National Cemetery (SAHNC) in Washington, D.C. The SAHNC is one of the country's oldest national cemeteries, marking the final resting place for more than 14,000 veterans, including those who fought in the Civil War. The SAHNC continues to offer a final resting place for residents of the Armed Forces Retirement Home (AFRH) and is operated and maintained by ANMC staff.

Arlington National Cemetery and the Soldiers' and Airmen's Home National Cemetery are a living history of America. They are the final resting place for the heroes and patriots who built, preserved, and protected our great nation from its establishment, from the Revolutionary War to the most recent military activities that continue today.

"This account did not receive mandatory resources per P.L. 119-21"

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From the Soldiers of The Old Guard stepping in solemn vigilance before the Tomb of the Unknowns, to the gravesites of heroes and presidents, to the funerals for families and veterans of ongoing conflicts and wars long over, the memorials and acres of neatly lined white markers serve as a vivid reminder of the price so many have paid to keep our nation safe and free.

Since 1864, the U.S. Army has been the steward of ANC—an active military shrine that continues to inter or inurn Veterans, spouses, and eligible dependents with dignity and honor. ANMC employees and active-duty Honor Guards from the Army, Navy, Marine Corps, Air Force, and Coast Guard honor up to 30 Veterans and Family members each weekday (approximately 6,100 annually).

ANC is listed on the National Register of Historic Places, which serves as the United States' official list of historic places and districts worthy of preservation. The ANC historic district has over 200 named monuments, structures, and other historically significant objects. In addition to its importance as a sacred national cemetery and memorial to the Service Members of the United States that served our country throughout its history, it is also the final resting place of many Americans of national importance, including presidents, Supreme Court Justices, and countless military heroes. ANC is also significant for its architectural and landscape design created by masters of their craft. The ANC historic district includes the remnants of plantations and military camps spanning nearly a century from the Civil War to the Second World War. It also includes the roads and boundary lines marking Freedman's Village, which were created during and after the Civil War.

ANC also has a unique public outreach, education, and interpretation mission within the Department of War (DoW) serving as one of the most visited sites in the Washington, D.C. area. ANC strives to connect the cemetery's rich history both to virtual visitors and over three million on-site visitors annually. The cemetery hosts thousands of public and official ceremonies, ranging from heads of state to schools and scouting troops to veterans with the Honor Flights from across the United States and the world. Other notable events include Wreaths Across America which can draw over 50,000 public volunteers, the Sunrise Service on Easter Sunday which attracts approximately 5,000 visitors and two national ceremonies each year in the Memorial Amphitheater on Memorial Day and Veterans Day. The cemetery conveys its rich history and events through the extensive use of a concessions tram tour, walking tours enabled by a GPS phone application, comprehensive interpretive exhibits, digital and traditional media outreach and through an education program found on our website with numerous modules that convey America's history in the context of the cemetery's history.

The ANC grounds honor those who have served our nation. Unique among our national cemeteries and landmarks, the impressive landscape of ANC was designated a Level III Arboretum in June of 2018, and was renewed in that status in 2023, which serves as a tribute to the service and sacrifice of every individual laid to rest within the hallowed grounds for over 161 years. The grounds provide a sense of beauty and peace—a solemn place for military families and our nation to mourn—and for our citizens and international guests to explore. The rolling green hills of ANC—across the Potomac River from our nation's capital—are dotted with approximately 10,000 trees complementing the gardens throughout the approximately 689 acres of the cemetery.

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ANMC Administration and Operations:

10 U.S.C. 7724 establishes the roles and responsibilities of the ANMC Executive Director who has overarching operational responsibility for ANC and SAHNC. ANMC's Executive Director administers the total operational requirements for ANC and SAHNC along with providing policies, standards, and oversight to the Army's 28 other cemeteries under the Office of Army Cemeteries (OAC). The Executive Director's ANC specific authorities and responsibilities include:

- Exercising authority, direction, and control over all aspects of ANMC's long-term development and day-to-day administration and operations.
- Formulating, administering, and overseeing plans, policies, and regulations pertaining to development, operation, and management of the Arlington National Cemetery and the Soldiers' and Airmen's Home National Cemetery.
- Overseeing programming, planning, budgeting, and execution of the Cemeterial Expenses, Army Appropriation and other accounts pertaining to ANMC's operations.

The Executive Director's staff also maintains functional expertise in operations, strategic communications, information technology, resource management, and engineering. The Executive Director is supported by ceremonial units from the Armed Services to provide funeral honors and memorial services, a detailed staff of chaplains, staff support from Headquarters Department of the Army, and the Arlington Ladies who represent the Service Chiefs and Commandants of each Armed Service at funerals. The Superintendent is responsible for the total management and administration of operations at ANC and SAHNC. There are three directorates: Interments (Services, Operations, Fleet); Engineering (Design and Construction, Facilities, Horticulture, Environmental, Planning, Real Property, and Cultural Resources); and support staff under the direction of the Chief of Staff (Resource Management, Human Resources, Contracting/Logistics, History, Public Affairs and Outreach, Operations and Security, Office of Chief Information Officer/G6, Safety, and Strategic Plans).

In exercising authority, direction, and control over all aspects of ANMC's long-term development, day-to-day administration, and operations the Executive Director focuses on ANMC's mission, vision, objectives, and lines of effort:

- **ANMC Mission:** Arlington National Cemetery represents the American people for past, present, and future generations by laying to rest those who have served our nation with dignity and honor while immersing guests in the cemetery's living history.
- **Vision:** We are privileged to honor the service and sacrifice of those laid to rest at ANC and SAHNC. This solemn and honorable duty is captured as a singular vision that drives what we do every day; great people honoring service and sacrifice to a grateful nation.

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- **Objectives:**

- Honor the fallen and sustain accountability.
- Preserve our hallowed grounds.
- Synchronize and sustain Arlington National Cemetery for the future.

- **Values:** All of our efforts must help ensure that ANC remains a place for every generation to Honor, Remember, and Explore the depths of the creation of this great nation and the heroes that have made incredible sacrifices for freedom.

- **Honor** – Honor the service and sacrifice of our eligible military members, veterans, and their family members with dignity, compassion, and accountability.
- **Remember** – Remember the sacrifices of those from each generation who have answered the call to serve by preserving cemeteries befitting of their sacrifices.
- **Explore** – Enable our guests to explore the rich, living history of our cemeteries and gain an appreciation for those who have defended our freedom and helped shape our nation’s history.

Description of Operations Financed:

The Military Construction, Veterans Affairs, and Related Agencies (MILCON/VA) appropriation, under Title III – Related Agencies: Cemeterial Expenses, Army, provides ANMC with its funding. These are a combination of one-year and multi-year funds which cover salaries and expenses related to operation & maintenance, construction, and infrastructure revitalization projects at both Arlington National Cemetery and the Soldiers’ and Airmen’s Home National Cemetery.

Operation & maintenance funding allocations support and sustain daily operations for funerals, ceremonies, and memorialization. This funding provides for the care and upkeep of gravesites and niches, grounds maintenance, upkeep of facilities and other infrastructure assets, and procurement of support equipment. ANC will experience unique challenges and opportunities in FY 2027 with the planned relocation to the new Operations Complex constructed as part of the Southern Expansion program which is scheduled for completion in November 2026. While the new facilities will increase efficiency, their inclusion in the ANC footprint requires modification of over a dozen service contracts including custodial, HVAC, visitor operation services, turf and grounds, etc. FY 2027 funding also addresses requirements for maintenance and repair of ANMC infrastructure such as facilities, roadways, water and sewer utilities, and upkeep of cultural resources. Investments made in support equipment, such as excavators, innovative

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utility vehicles, and other productivity-enhancing equipment, have enabled ANC to operate with greater effectiveness and efficiency. Implementing cutting-edge equipment technology enhancements has reduced the physical impact of burial activities to the grounds, reduced risk of injury to employees, and improved the visible presence to families.

Security enhancements include visitor screening at designated entry points, visitor information assistance at key locations within the cemetery, and vehicle/pedestrian traffic control. Additional measures that enhance security and reduce risk to families, visitors and ANC's workforce are Closed-Circuit Television (CCTV) camera systems, proper speed enforcement signage, and a Dual Authentication Common Access Card (CAC) system. These measures allow ANC's security team to monitor and control access into and around the cemetery further ensuring the security and safety of ANC visitors, employees, and guests.

Infrastructure revitalization funding for capital improvement projects aids in preserving Arlington National Cemetery as a national shrine while maintaining its quality, dignity, and central function as a military burial ground well into the future. Key capital improvement projects ensure ANMC can accomplish its mission now and for the future.

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Appropriations Language:

MILITARY CONSTRUCTION, VETERANS AFFAIRS' AND RELATED AGENCIES (TITLE III – RELATED AGENCIES)
CEMETERIAL EXPENSES, ARMY
SALARIES AND EXPENSES

For necessary expenses for maintenance, operation, and improvement of Arlington National Cemetery and Soldiers' and Airmen's Home National Cemetery, including the purchase or lease of passenger motor vehicles, lease of uniforms for federal wage system personnel, and not to exceed \$2,000 for official reception and representation expenses, \$118,780,450 of which not to exceed \$20,000,000 shall remain available until September 30, 2029. In addition, such sums as may be necessary for parking maintenance, repairs, and replacement, to be derived from the "Lease of Department of Defense Real Property for Defense Agencies" account. In addition, such sums as may be necessary for repairs to or replacement of damaged real property, to be derived from amounts recovered under section 2782 of title 10, United States Code.

Sec. 301. Amounts deposited into the special account established under 10 U.S.C. 7727 are appropriated and shall be available until expended to support activities at the Army National Military Cemeteries.

Appropriations Language Narrative:

The \$118.8 million request in the Cemeterial Expense, Army – Salaries and Expense, account, supports Arlington National Cemetery and Soldiers' and Airmen's Home National Cemetery for the purpose of daily operations, addressing historical structure restoration, facilities restoration, modernization issues, design and expansion.

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Section III Budget Detail

Appropriation Summary of Price/Program Growth:

| Description | FY 2025 Program | FY 2026 Program | FY 2027 Program |
|------------------------------|--------------------|--------------------|--------------------|
| SALARIES AND EXPENSES | | | |
| Operation & Maintenance | 74,880 | 91,480 | 91,480 |
| Infrastructure Modernization | 25,000 | 27,300 | 27,300 |
| Construction | 88,600 | - | - |
| Total | 188,480 | 118,780 | 118,780 |

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Appropriation Summary- By Object Class:

| Cemeterial Expenses, Army 21-1805-0-1-705 | | FY 2025 | FY 2026 | FY 2027 |
|--|--------------------------------------|---------------|----------------|----------------|
| OC | Description | Actuals | Estimate | Estimate |
| 11110 | FULL-TIME EQUIVALENTS | 20,273 | 22,987 | 23,060 |
| 11510 | OTHER PERSONNEL COMPENSATION | 1,485 | 738 | 741 |
| 12110 | CIVILIAN PERSONNEL BENEFITS | 7,718 | 8,603 | 8,516 |
| 21010 | TRAVEL | 429 | 301 | 301 |
| 23310 | COMMUNICATIONS, UTILITIES, AND MISC. | 4,423 | 2,936 | 2,936 |
| 24010 | PRINTING AND REPRODUCTION | 19 | 30 | 30 |
| 25110 | PROFESSIONAL SPT SVC | | | |
| 25210 | CONTRACTING | 38,104 | 42,586 | 49,596 |
| 25310 | INTRAGOV PURCH | | | |
| 25410 | FACILITY O&M | | | |
| 25710 | EQUIP MAINT BY CONTRACT | | | |
| 26010 | SUPPLIES & MATERIALS | 1,330 | 1,235 | 1,235 |
| 31010 | EQUIPMENT | 1,054 | 1,099 | 1,099 |
| 32010 | LAND AND STRUCTURES | 23,732 | 40,148 | 38,583 |
| | TOTAL | 98,567 | 120,663 | 126,097 |

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Reconciliation of Appropriations and Obligations Including Carry Over & Recoveries:

| | Operation & Maintenance (0861) | Administration (0864) | Construction/ Infrastructure Revitalization (0865/0866) | ANC Major Construction (1809) | Totals |
|--|---|----------------------------------|--|--|---------------|
| Cemeterial Expenses, Army: 21-1805-0-1-705/21-1809-0-1-705 | | | | | |
| A. FY 2025 Appropriation (Allocations) | 74,880 | - | 25,000 | 88,600 | 188,480 |
| B. Rescission of FY 2024 Authority | - | - | - | - | - |
| C. Allocation of Carry Over & Recoveries from PY | 2,758 | 269 | 4,123 | 254,542 | 261,692 |
| D. FY 2025 Total Budgetary Resources Available | 77,638 | 269 | 29,123 | 343,142 | 450,172 |
| E. FY 2025 Obligations (a/o 30 Sep estimated) | 74,880 | - | 26,202 | 24,493 | 125,575 |
| F. FY 2026 Appropriation (Allocations) Estimated | 91,480 | - | 27,300 | - | 118,780 |
| G. Recession of FY 2025 Authority | - | - | - | - | - |
| H. Allocation of Carry Over & Recoveries from PY | 2,758 | 269 | 2,921 | 318,649 | 324,597 |
| I. FY 2026 Total Budgetary Resources Available | 94,238 | 269 | 30,221 | 318,649 | 443,377 |
| J. FY 2026 Planned Obligations | 91,480 | - | 27,300 | 234,400 | 353,180 |
| K. FY 2027 Appropriation Planned (Allocations) | 91,480 | - | 27,300 | - | 118,780 |
| L. FY 2027 Planned Obligations | 91,480 | - | 27,300 | 27,000 | 145,780 |
| M. Change (FY 2027 vs FY 2026) | | | | | |
| 1. Appropriation (Line K minus Line F) | - | - | - | - | - |
| 2. Obligations (Line L minus Line J) | - | - | - | (207,400) | (207,400) |

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- **Operation & Maintenance (086100)** – One-year funding supports day-to-day operations of the Army National Military Cemeteries, including planning and execution for approximately 6,100 interments and inurnments annually, as well as routine repairs made to facilities, contracted services, and horticultural work at Arlington National Cemetery and the Soldiers’ and Airmen’s Home National Cemetery.
- **Sustainment, Restoration and Modernization (086500/086600)** – Multi-year funding supports ANMC's infrastructure renovation, sustainment, and maintenance of ANMC facilities, utilities, and roadways.
- **ANC Major Construction (1809)** – No-year funding supports ANC's expansion efforts in construction of facilities and land improvements for expanded burial capacity.

Section IV Financial Summary

Financial Summary (Appropriations): Increases and Decreases:

| | |
|---|-----------|
| FY 2026 Estimated (Cemeterial Expenses, Army: 21-1805-0-1-705/21-1809-0-1-705)..... | \$120,663 |
| Congressional Adjustments | \$0 |
| Requested Amount | \$118,780 |
| Anticipated Program Increases | \$1,576 |
| Contracts..... | \$1,576 |
| Land & Structures (Infrastructure Modernization) | \$0 |
| Anticipated Program Decreases | \$1,576 |
| Annualization of FY 2027 Program Decreases | \$0 |
| One-Time Cost Decreases (removal of Congressional Adjustment) | \$0 |
| Civilian Staffing (Compensation & Benefits Costs only)..... | \$11 |
| Contracts..... | \$0 |
| Reproduction Cost Decreases..... | \$0 |
| Land & Structures (Construction) Decreases | \$1,565 |
| FY 2027 Budget..... | \$118,780 |

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Section Personnel Summary

ANMC Personnel Requirements:

Army conducted a manpower review of ANMC in FY 2020 which validated an increase to the organizational structure and total manning levels for Arlington National Cemetery’s mission, functions, authorities, and command and staff relationships within the Army.

| | FY 2025 Actuals | FY 2026 Authorized | FY 2027 Authorized | Change |
|--|----------------------------|-------------------------------|-------------------------------|---------------|
| Active Military End Strength Total | 14 | 14 | 14 | 0 |
| Officer | 9 | 9 | 9 | 0 |
| Enlisted | 5 | 5 | 5 | 0 |
| Civilian Full-Time Equivalents (FTE) Total | 219 | 219 | 219 | 0 |
| Total Military/FTEs | 233 | 233 | 233 | 0 |
| Average Annual Civilian Salary Cost | | | | |
| General Schedule (GS) Graded Positions | \$161.14 | \$161.94 | \$164.49 | \$2.55 |
| Federal Wage Grade (WG) System Positions | \$111.84 | \$112.96 | \$114.15 | \$1.19 |

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Section VI Supporting Budget Priorities

Background:

Arlington National Cemetery and Soldiers' and Airmen's Home National Cemetery are national treasures. Preserving these assets well into the future and maintaining their quality, standing as national shrines, and central function as military burial grounds are paramount to Army leaders. The ANMC budget identifies key capital improvement projects and infrastructure modernization projects, which maintain and sustain safety, security, cultural, and environmental requirements.

Supporting DoW and Army Priorities:

- **Department of War Priority – Transform the Foundation of the Future Force:** This request is critical to continuing Army National Military Cemeteries' mission and preserving ANC as a national shrine for generations to come.
- **Army Priority:** ANMC must continue to revitalize and maintain infrastructure systems to provide an effective and safe environment for conducting daily burials, hosting ceremonies, and accommodating visitors in a manner that honors our nation's veterans.
- **Objectives:** ANMC is pursuing three objectives to accomplish its sacred mission:
 - **Honor the Fallen & Sustain Accountability.** ANMC's decisive operation—its core mission—is to honor our nation's fallen military heroes as they are laid to rest in solemn repose. At its end state, "Honor the Fallen" ensures that each family feels they were served by a professional and compassionate staff that scheduled and conducted the final tribute to their loved one flawlessly; the family leaves feeling their needs were met and entrusting their loved one to the care of ANC with full faith and confidence; and the permanent commemoration is erected free of error and in a timely manner. We continue to optimize information technology to accomplish this objective. As an active cemetery, this objective most importantly focuses on the conduct of flawless interment operations and execution of the six-step chain of custody. Enterprise Interment Services System (EISS), ANC Explorer, ANC Mapper, and the ANC website are examples of information technology solutions utilized to deliver ANMC's mission. The emergence of Artificial Intelligence, Machine Learning, and Business Intelligence provides increased opportunities to attack challenges such as: scheduling wait times for services; current inability to search all data elements supporting cemetery decision-making/reporting requirements. Technology examples include modernizing the eligibility process by enabling self-service digital submission and automated cyber scanning of DD-214 documents; using AI-driven accelerators to extract service branch and award information from historic handwritten records; and delivering executive-level dashboards through Business Intelligence tools to improve operational decision-making.

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- **Preserve these Hallowed Grounds.** This objective ensures that ANC's grounds, memorials, and facilities continue to honor the veterans and their families who have served the nation by providing a sense of beauty and peace. In 2025, we began transition to the Army Maintenance System (ARMA) for infrastructure maintenance work. This transition will assist in determining the annual cost of recurring maintenance and infrastructure. In 2026, ANC will negotiate a new programmatic agreement with the Advisory Council on Historic Preservation and the Virginia State Historic Preservation Officer under the National Historic Preservation Act of 1966 for the use, sustainment, and conservation of over 200 historic structures. Bi-annually we assess the condition of all historic structures and prepare environmentally sound treatment recommendations which determines upcoming restoration project priorities and guides routine preservation work. As a national shrine, ANC's impressive 689-acre landscape also requires consistent attention and improvements to maintain and enhance its designed and natural beauty and native environment. Great care is taken by dedicated cemetery employees and contract staff working tirelessly throughout the year to ensure the grounds are maintained to the highest standards. In April 2018, ANC was awarded Level III Arboretum accreditation by the ArbNet Arboretum Accreditation Program and the Morton Arboretum for achievements in meeting specific standards for arboreta and botanical gardens and was re-certified in 2023. ANC also has over thirty stormwater best management practices as part of its stormwater permit allowing ANC to discharge stormwater collected in storm sewer systems directly to the Chesapeake Bay. These stormwater practices provide a beautiful and functional landscape for improving water quality of the Chesapeake Bay. At its end state, this objective ensures that ANC's physical setting is kept at national shrine standards, which enhances the experience for visitors and families coming to mourn for and honor our nation's military heroes.
- **Synchronize & Sustain Arlington National Cemetery for the Future.** Our goal is to synchronize cemetery activities, which includes maximizing burial opportunities, allowing for more contiguous interment space via the Southern Expansion project and implementing the ANC Interment Management Plan that will prioritize land use, equipment locations, and optimize utilization of resources. Leveraging technology and industry innovations will allow ANC to adapt to new burial procedures and techniques, as well as evolving family desires during their time of need, while sustaining the iconic nature of the cemetery, and extending operations, well into the future.
- **Infrastructure Modernization Projects:** ANMC continues to execute facilities sustainment, restoration, and modernization (FSRM) of its previously long-neglected infrastructure. With few exceptions, ANMC has completed work on failing systems and is now modernizing the remaining infrastructure in a systematic manner while implementing management systems to track, forecast and program for FSRM.
 - **Modernize Historic Structures** – In FY 2027, ANC plans to start the design of the phase 1 modernization project of the interior of the Memorial Amphitheater. This historic structure houses the Tomb Guard quarters, the Tomb of the Unknown Soldier visitor experience space, chapel, and an extensive curated collection. The interior has been plagued with leaks, inadequate ventilation, and lack of fire suppression system. The feasibility study for the Memorial

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Amphitheater modernization project was awarded in late FY 2024 and will continue through FY 2026. The project will be phased due to its size.

- **Road Rebuilding & Repair** – ANC continues to make significant progress repairing or rebuilding the 13 miles of roadway identified in 2011. All road projects are carefully designed to not only improve trafficability but also remove utilities from burial sections to provide additional gravesites and expand the cemetery WIFI network. Over the past several years, ANC executed several significant projects conducting a large-scale roadway infrastructure improvement project called Sheridan area roads which included full-depth reconstruction of multiple roads as well as relocating drainage lines from burial sections. Most recently in 3rd Quarter, FY 2025, ANC awarded the Yellow Line Road project with an estimated 2-year construction duration phased to minimize impacts to cemetery operations. This project includes full depth replacement of the road, drainage infrastructure improvement, and the addition of a sidewalk along a major portion of Yellow Line Road to improve pedestrian safety for visitors. Following completion of the Yellow Line Road in 3rd Quarter FY 2027, ANC plans to award two additional road projects. The first project will address storm drain issues in Section 60 by replacing crumbling corrugated metal pipes dating from the 1940s, which recently caused sinkholes in the section. The project will relocate significant portions of the storm drain network to beneath adjacent roads, providing additional burial locations, and replace the storm drain system surrounding Section 60. This project will be designed in FY 2026 with construction planned for late FY 2027. Additionally, ANC will award a design project for the Grant/McClelland Drive road repair and Section 33 drainage design in FY 2026 with construction award planned for late FY 2027.

- **Historical Stonework/Masonry Repairs** – This project category addresses rebuilding the crumbling flagstone sidewalks, paved plazas, and the historic stone boundary walls throughout ANC. Areas posing safety hazards for visiting families and the public have already been addressed in the columbarium courts, amphitheaters, and JFK gravesite. Large sections of both the ANC and SAHNC boundary walls assessed as being in very poor condition have been repaired as part of a multi-year program. ANC completed restoration of the SAHNC entrance gate and plaza in October 2023. Two studies to be initiated in FY 2026 will assess the maintenance-intensive flagstone at the Memorial Amphitheater and around Columbaria 1-9, informing the Scope of Work for the Memorial Amphitheater Repair project scheduled to begin construction in FY 2027 and future Columbarium fountain recapitalization project. Finally, ANC plans on restoration of the Memorial Avenue Gate with completion anticipated in FY 2027.

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Cemeterial Expenses, Army
(\$ in Thousands)

- **Sustainment of Infrastructure** – ANC began transitioning to the Army Maintenance System (ARMA) program of record in 2025 and will serve as a test installation for the ARMA preventive maintenance module. With this transition, ANC will be able to more efficiently schedule and track repair requests and conduct preventive maintenance operations. Analysis of the data gathered by ARMA in FY 2026 will allow ANC to improve data informed decisions on future projects and SRM funding requirements.
- **Underground Utilities & Drainage** – ANC continues to modernize the underground utility network, generally in conjunction with road projects, to accomplish construction/economic efficiencies as well as reduce operational impacts to the cemetery. Utilizing expertise from the USACE Huntsville Engineer Center, ANC continues to expand a Geographic Information System (GIS)-based utility mapper informing decision-making on future utility projects and identifying opportunities to reclaim burial sites in sections through the reduction or elimination of existing utility corridors. In 2027, ANC plans to execute both the Section 60 Drainage Project and the Grant/McClelland Drive projects to improve drainage within Sections 33 and 60.